Silver Flag Exercise Site

Integrity - Service - Excellence

Cultural Awareness and Negotiations

U.S. AIR FORCE

MSgt Mike Ventura
TSgt Marcus Webb
Det 1, 823 RHS / CON

U.S. AIR FORCE

Overview

- Cultural Awareness
- Negotiations

References

- Airman's Manual AFMAN 10-100, 1 June 2004
  - Pages 7 and 8
- https://www.auab.centaf.af.mil/

U.S. AIR FORCE

Culture Shock

THE 4 PHASES

- **HONEYMOON PHASE**
  - **Exciting, Motivated**
- **STRESS AND ADAPTATION**
  - **Realization, Homesick, Depression**
- **ACCEPTANCE**
  - **Understanding and Bonding, Buy In**
- **MATURITY**
  - **Experienced, Comfortable, Get Ready to Go Home**

…… then comes “REVERSE CULTURE SHOCK”

U.S. AIR FORCE

The Middle East

MIDDLE EAST
Scale 1:21,000,000
Lambert Conformal Conic Projection, standard parallels 12°N and 38°N
Boundary representation is not necessarily authoritative.
Golan Heights is Israeli-occupied Syria.
West Bank and Gaza Strip are Israeli-occupied with current status subject to the Israeli-Palestinian Interim Agreement permanent status to be determined through further negotiation.
Israel proclaimed Jerusalem as its capital in 1950, but the US, like nearly all other countries, maintains its Embassy in Tel Aviv.
803056AI (R02107) 3-04

U.S. AIR FORCE

Middle East Cultural Insights

- Elastic concept of time – patience required
- Balance personal/professional relationships are critical
  - Casual, establish rapport (be yourself!)
  - Business, “professional relationships”
- Always maintain your honor reputation; integrity
- A “yes” response may not mean agreement or commitment to action (capabilities)
- Be careful about when and how you say “no”
- Be aware of body language, maintain eye contact
- Impact of Religious holiday’s and fasting periods
- Holy Day: Friday (equivalent to our Sunday)

Int Friday Equivalent to our Sunda

Cultural Recommendations

U.S. AIR FORCE

- Do treat your counterpart as you wish to be treated
  - "The Golden Rule"
- Do be assertive when necessary
- Do be on time but not early; don't just 'show up'
- Do greet males with a handshake; it may be a weak one
- Do be patient and polite; compliment and praise
- Do seek their opinion; insight to industry practices
- Do try to use the language, even the basics will open doors
- Do stand when a guest or counterpart enters a office/room
- Do try food or drink if offered
- Do accompany a guest to the door/when they

U.S. AIR FORCE

One Team … One Fight

Integrity - Service - Excellence

U.S. AIR FORCE

Cultural Tips

- Don’t move away if an Arab “invades your space”
- Don’t act arrogantly or lose your temper; embarrass
- Don’t shake an Arab women’s hand; unless initiated
- Don’t pat a person on the head or ask to uncover headdress
- Don’t blatantly show the bottoms of your feet
- Don't bring a big entourage into a persons house
- Don’t argue; exercise tact when pointing out concerns
- Don’t use the left hand to eat or offer food
- Don’t ask personal questions about female family
- Don’t slouch when sitting
- Don’t use the “A-Okay” or “Thumbs Up” gestures
- Don’t try to convert someone to your religion

U.S. AIR FORCE

Middle East Attire

U.S. AIR FORCE

Middle East Attire (cont.)

U.S. AIR FORCE

Middle East Attire (cont.)

U.S. AIR FORCE

النائـب الأول لرئيس مجلس الوزراء وزير الخارجيـة

Questions on Cultural Awareness?

Let's Talk Negotiations

U.S. AIR FORCE

Pre-Negotiation Rehearsal Considerations

- **Preparation is key to successful negotiation**
  - **What am I negotiating?**
  - **What are my limits? (Funding, etc.)**
  - **Is this going to meet my customers needs?**
  - **Consider what you are asking for … realistic goals?**
  - **Avoid strong-arm tactics**
  - **Remember Win-Win**
  - **Document going in and outcomes, Pricing Memos**
  - **Motivate yourself**
- **If you host the negotiation:**
  - **Ensure facility appearance is professional**
  - **Sanitize the negotiation location (no operational graphics, etc.)**
  - **Plan snacks and drinks**

U.S. AIR FORCE

This Isn't Going To Work

U.S. AIR FORCE

Interpreter Expectations

- Prior to the negotiation;
  - Prepare the Interpreter
  - Ensure he/she understands the intentions
- Presents a professional appearance
- Speaks in first person
  - Translate your message word for word
  - Uses same tone and inflection you use
- Speaks for approximately the same length of time as you
  - Speak succinctly and simply (You AND the Interpreter)
- Understands military jargon and can translate
- Is prepared, knows the general subjects / topics
- Look at your counter-part, not at the interpreter or off in space
  - Maintain eye-to-eye contact with the vendor

U.S. AIR FORCE

Actions at the Table

- Take the lead, make introductions if necessary
- Don’t agree to any first offer at the table
- Don’t lie, bluff, make threats or promises
- Avoid discussion of politics, religion, or ‘policy’
- Maintain the agenda; Keep your goal at the forefront
- Avoid excessive side-bar conversations
- Don’t tell jokes – they do not translate well
- Don’t rush off to the next meeting … make them feel

“this” meeting is the most important event in your day

- Ensure all parties clearly understand requirements/taskers
- The Closer – When its time to go; time was well

U.S. AIR FORCE

Post Negotiation Recap

- A CCO's credibility is directly linked to the follow-through on agreements made at the table

- Follow-Up
  - Complete taskers; Yours and customers
  - Address questions timely from vendor
  - Outstanding issues cleared up

- Debrief results to leadership; provide status
  - Recommended next steps
  - Agreed upon pricing
  - Results and recommendations
  - Anticipated Award and/or Performance Date

U.S. AIR FORCE

Summary / Questions?

- Cultural Awareness
  - Shock / Insights / Recommendations / Tips
  - Negotiations
  - Rehearsal / Interpreter Expectations